



US Army Corps
of Engineers
Northwestern Division



2002 Corps of Engineers *Natural Resources & Real Estate Conference*

*BG David A. Fastabend
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The Army Vision: (Senior Army Planning Group)

***Combat Capable Brigade anywhere in the world in 96 hours
Combat Division in 120 hours
5 Divisions in 30 days***

All divisions with common design, internettted C4ISR Capabilities

***Reduced logistical footprint; system of system approach as well
as common chassis***

***Army Service Component Command JFLCC and ARFOR capable;
Corps HQs JFLCC, ARFOR and JTF HQ Capable***

***Common vehicle platforms; 50-70% weight reduction; capable of
surviving direct fire close fight***

***Rapidly transition through full-spectrum mission requirements
without momentum loss***

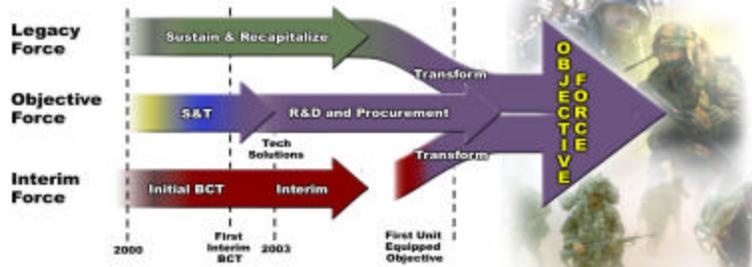
Reachback capabilities



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While aspiring to be the most esteemed institution in the Nation, we will remain the most respected Army in the world and the most feared ground force to those who would threaten the interests of the United States. Our commitment to meeting these challenges compels comprehensive transformation of The Army. The Army VISION: People, Readiness, and Transformation

The Army



*... Responsive, Deployable, Agile, Versatile,
Lethal, Survivable, Sustainable.*



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My Lessons Learned about "Visioning":



- The Logic is Different
 - “Induction”
 - “Deduction”
- Vision is Personal to the Commander
- The Vision is Not the Mission
- Vision is Not Enough ... Campaign Plans close the gap from Reality to Vision
- Strategic Planning Must be Continuous
- Strategic Communications is Tough



USACE Vision:
*The world's premier public
engineering organization.
Trained and ready to provide
support anytime, anyplace.
A full spectrum Engineer
Force of high quality,
dedicated soldiers and
civilians.*

(Objectives)



(Objectives)

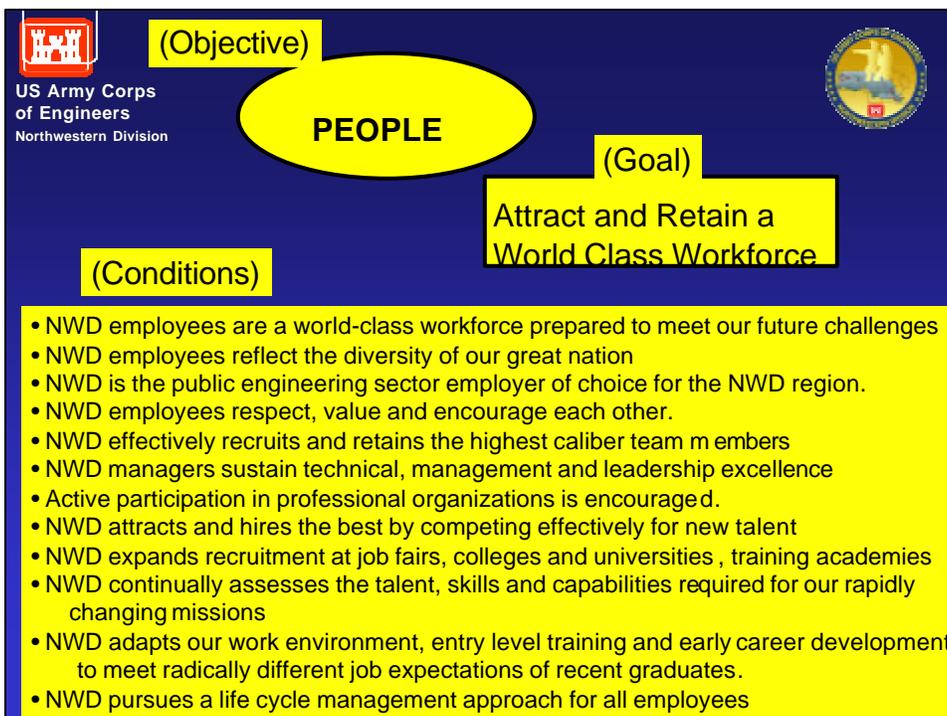
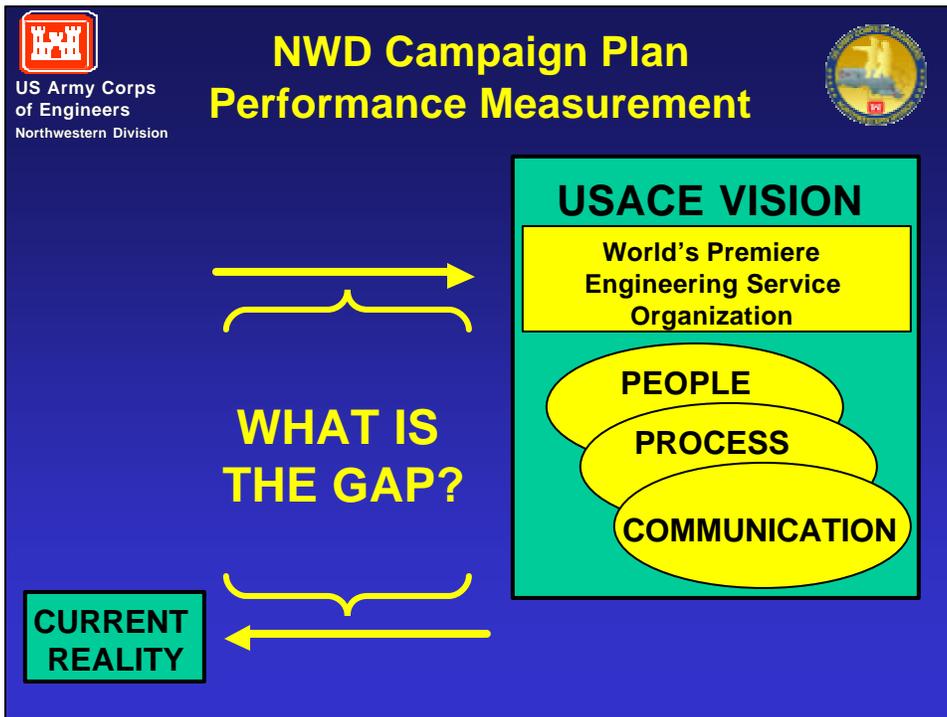


(Goals)

Attract and Retain a
World Class Workforce

Create a culture of learning
and empowerment

Develop leaders at all levels





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NWD Campaign Plan Performance Measurement



USACE VISION

World's Premiere
Engineering Service
Organization

MAJOR OBJECTIVES W/ CONDITIONS

- IDEAL
- LONG TERM
- NO RESOURCE CONSTRAINT

PEOPLE

PROCESS

COMMUNICATION

CURRENT
REALITY

GAP
ANALYSIS

SUBORDINATE OBJECTIVES W/ CONDITIONS

- ACHIEVABLE
- SHORT TERM
- RESOURCEABLE

PEOPLE

PROCESS

COMMUNICATION



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NWD Campaign Plan Performance Measurement EXAMPLE: CAPABLE WORKFORCE



PEOPLE
(MAJ OBJ)

Conditions:

- NWD the public engineering sector employer of choice for the NWD region
- NWD attracts and hires the best by competing effectively for new talent
- NWD employees are career long learners

NWD RATING:



CAPABLE
WORKFORCE
(SUB OBJ)

Conditions

- CWF Analysis applied to Div HQ
- CWF Analysis integrated across RBC
- CWF Process institutionalized at districts and division
- NWD CWF Regulation published
- CWF integrated into Command Operating Budget

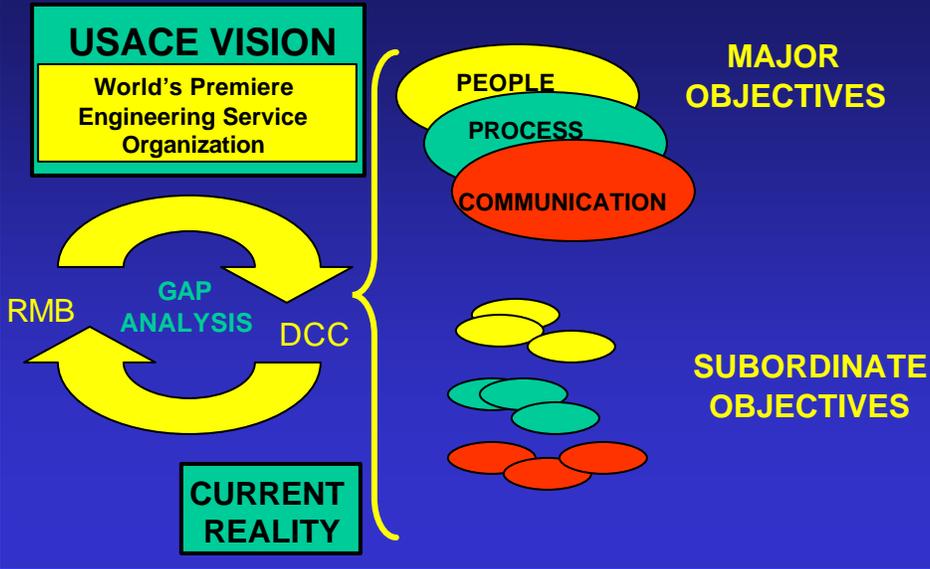
MEASUREMENT CRITERIA:

- On track
- Not on track but correctable
- Not on track; need outside help



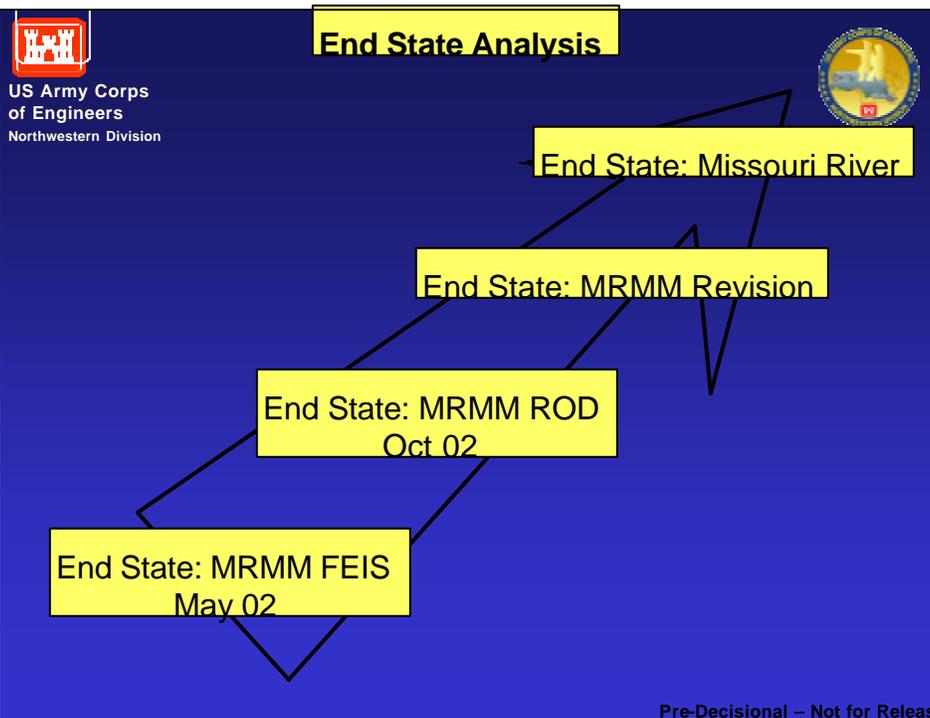
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STRATEGIC PLANNING IS CONTINUOUS



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End State Analysis



Pre-Decisional – Not for Release



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End State Analysis



End State: Missouri River

- Authorized multiple project purposes met, including ESA
- Basin interests work together to maximize resource value of Missouri River
- Ecological declines reversed
- Basin is modeled and monitored
- Corps effort well integrated

End State: MRMM Revision

End State: MRMM ROD
Oct 02

End State: MRMM FEIS
May 02

Pre-Decisional – Not for Release



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End State Analysis



End State: Missouri River

End State: MRMM Revision

- Precedents established by this case favorable / acceptable to USACE/NWD
- Corps retains flexibility needed to meet its assigned roles on the Missouri River ("Corps Runs the River")
- Corps perceived as having worked a fair and legitimate process
- Sustainable basis for future basin cooperation

End State: MRMM ROD
Oct 02

End State: MRMM FEIS
May 02

Pre-Decisional – Not for Release



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End State Analysis



End State: Missouri River

End State: MRMM Revision

End State: MRMM ROD (Oct 02)

- Legally Defensible Decision
- Meets authorized purposes, including ESA
- No Jeopardy on Preferred Alternative
- Broad stakeholder support for Missouri River Environmental Mitigation
- Corps Responsive to All Comments

End State: MRMM FEIS
May 02

Pre-Decisional – Not for Release



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End State Analysis



End State: Missouri River

End State: MRMM Revision

End State: MRMM ROD
Oct 02

End State: MRMM FEIS (May 02)

- Strategic Communication Plan in Place
- Decision coordinated with HQUSACE / ASA(CW)
- Neutral Information environment
- Responsive to All Comments
- Additional Modeling Complete If Required
- Tribal Trust Responsibilities Met

Pre-Decisional – Not for Release



Your Questions ...

- What are the ideal conditions you seek to achieve with respect to People, Process and Communications?
- What is the gap between that ideal and your current reality?
- What can you do to close that gap?
- What end states do you have to achieve?
- What are the common conditions you seek to establish?
- How can you reinforce your community of practice?



“The inventive power and organizing genius of our people gave us the economic freedom that made possible the widespread development of recreation for all the people. Now that we are at war we are fortunate to have this rich resource or recreation to give us physical, mental and spiritual power for the task at hand.”

*Franklin Delano Roosevelt
July 16, 1942*